

## The Director of Central Intelligence

Washington, D.C. 20505

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National Intelligence Council

2 February 1988

MEMORANDUM FOR: David J. Berteau  
Deputy Assistant Secretary  
(Resource Management and Support)  
Department of Defense

FROM: H. F. Hutchinson, Jr.  
Acting Chairman

SUBJECT: General and Flag Officer Requirements Study

REFERENCE: Your Memorandum for the Director, Central Intelligence  
Agency, dated 21 January 1988; same subject

This reclama has the burden of establishing some of the points we should have made at the outset of this study. We start by making the obvious point that the Director of Central Intelligence is establishing grade and other criteria for these positions in accordance with his perception of the job. Further, his view is unconstrained by limitations on general officer strength in the armed services. The Hay Study Group undoubtedly is sensitive to those grade limitations.

First, the position of Chairman, National Intelligence Council calls for experience and stature derived from past performance and sophistication that is not likely to accrue to a military officer below the three-star level and some thirty years of experience. The position is graded for civilians at the SES/SIS-6 level, or an Assistant Secretary level position, and it has been filled in the past by civilians with commensurate stature.

The Chairman, National Intelligence Council is expected to provide advice and counsel to the DCI and to the National Intelligence Officers (NIOs). The NIOs are senior, substantive staff officers serving as personal assistants to the DCI in his full range of responsibilities. The NIOs are all graded at SES/SIS-4 level to be equal in rank, stature, and experience to high-level commanders, managers, and policymakers at the sub-cabinet level. Thus, the Chairman, National Intelligence Council is envisioned at a more senior and experienced level than the NIOs.

The second position, that of the National Intelligence Officer for General Purpose Forces, must be comparable in grade, experience, and stature to the other NIO positions at the SES/SIS-4 level. It is unlikely that this will be found below the two-star level in the armed services.

We believe that the DCI and the senior policy community would be well served by active duty officers in these two positions. But, the dominant criteria for all positions are embedded in the experience, stature, and the concomitant rank of the individuals he would select for these positions or any others in the National Intelligence Council.



H. F. Hutchinson, Jr.

SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

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FORCE MANAGEMENT  
AND PERSONNEL

## MEMORANDUM FOR DIRECTOR, CENTRAL INTELLIGENCE AGENCY

SUBJECT: General and Flag Officer Requirements Study

The Hay Group study to assess Joint/outside-Service General and Flag Officer (GFO) requirements, which was part of the overall Secretary of Defense directed GFO review, was recently completed. Each position was addressed by its current incumbent as to billet requirements for knowledge, degree of problem solving, and accountability. Thereafter, committees of senior military officers evaluated the incumbents' inputs using a methodology common to that being used across DoD. The results of the study for your Agency are at Attachment 1.

The study process enables the study sponsor, OSD in this case, to caveat Hay Group findings. Accordingly, please provide to me by January 25, 1988, your comments to the study results. Attachment 2 has been provided to facilitate completion. Comments should present specific rational management perspective or persuasive insight (e.g., Congressional mandate, billet parity with counterparts, etc.). Note that factors such as size of job, decision-making authority, and specialized expertise were assessed in the Hay study. Comments concurring with proposed changes are not required.

I apologize for the short suspense but it is necessary in order to respond to JCS tasking.

Should you have questions, my point of contact is Captain Jim Dulin, extension 694-5133.

*David J. Berteau*  
David J. Berteau  
Deputy Assistant Secretary  
(Resource Management & Support)

Attachments:  
As Stated

## HAY GROUP G/FO RECOMMENDATIONS FOR CENTRAL INTELLIGENCE AGENCY

POS NO1	CMD/ACTIVITY	TITLE	AUTH GRD	HAY RECM	COMMENTS/ RECLAMA
2	CENTRAL INTEL AGENCY	NATL INTEL OFF GP FORCES	0 8	0 7	
1	CENTRAL INTEL AGENCY	CHAIRMAN, NATL INTEL COUNCIL	0 8	0 8	

**DEFENSE AGENCY COMMENTS**

**POSITION TITLE  
(As in Listing)**

**CURRENT  
GRADE**

**HAY  
STUDY  
GRADE**

**AGENCY  
RECOMMENDED  
GRADE**

**DEFENSE AGENCY RATIONALE FOR RECOMMENDED GRADE**

SUBJECT: General and Flag Officer Requirements Study

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